2011 LCI Survey

SurveyMonkey

1. Are you:

		Response Percent	Response Count
an individual member?		**63.6%**	**49**
an employee of a Corporate member?		36.4%	28
		answered question	77
		skipped question	0

2. If you are an employee of a Corporate Member, please tell us how many employees work at your company:

		Response Percent	Response Count
1-10		10.5%	4
11-50		5.3%	2
51-300		26.3%	10
Over 300		**57.9%**	**22**
		answered question	38
		skipped question	39

3. Please describe your employer:

		Response Percent	Response Count
Self-employed		11.1%	7
Publicly traded Owner		7.9%	5
Non-profit Owner		1.6%	1
Public Owner		4.8%	3
Other Owner		0.0%	0
General Contractor		**39.7%**	**25**
Architectural Firm		4.8%	3
Engineering Firm		3.2%	2
Specialty Trade Contractor		19.0%	12
Consulting Firm		7.9%	5
	Other (please specify)		10
	answered question		63
	skipped question		14
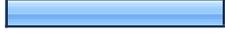
4. How long have you been with your current firm?

		Response Percent	Response Count
Less than 1 year		1.4%	1
1-5 years		**34.2%**	**25**
6-15 years		32.9%	24
Over 15 years		31.5%	23
		answered question	73
		skipped question	4

5. Please tell us if you have:

	No	1-3	4-10	Over 10	Response Count
Been involved in an Integrated Project Delivery project that used an IPD contract?	**67.6% (50)**	21.6% (16)	6.8% (5)	4.1% (3)	74
Participated in Last Planner® on a project?	**36.0% (27)**	32.0% (24)	16.0% (12)	16.0% (12)	75
Participated in Target Value Design on a project?	**58.3% (42)**	34.7% (25)	4.2% (3)	2.8% (2)	72
Played the Airplane Game?	36.5% (27)	**40.5% (30)**	14.9% (11)	8.1% (6)	74
Played Parade of Trades?	**37.0% (27)**	**37.0% (27)**	17.8% (13)	8.2% (6)	73
Played the Dot Game?	**61.6% (45)**	32.9% (24)	2.7% (2)	2.7% (2)	73
Played the Silent Squares?	**58.3% (42)**	25.0% (18)	12.5% (9)	4.2% (3)	72
Attended a LCI Introduction to Lean?	22.2% (16)	**66.7% (48)**	11.1% (8)	0.0% (0)	72
Attended the Annual Congress?	**56.2% (41)**	32.9% (24)	9.6% (7)	1.4% (1)	73
Attended other LCI trainings?	26.4% (19)	**45.8% (33)**	23.6% (17)	4.2% (3)	72

Other (please specify)	10

answered question	**75**
skipped question	**2**

6. Please rate the value you receive from the following LCI services or offerings:

	No Value	Some Value	Value	Good Value	Great Value	Response Count
Introduction to Lean	3.2% (2)	11.3% (7)	27.4% (17)	27.4% (17)	**30.6% (19)**	62
Parade of Trades	9.8% (5)	15.7% (8)	23.5% (12)	**27.5% (14)**	23.5% (12)	51
Airplane Game	9.8% (5)	13.7% (7)	27.5% (14)	**35.3% (18)**	13.7% (7)	51
Dot Game	17.1% (6)	20.0% (7)	**31.4% (11)**	28.6% (10)	2.9% (1)	35
Design Forum (January in Berkeley)	**45.8% (11)**	12.5% (3)	16.7% (4)	20.8% (5)	4.2% (1)	24
Design Forum (June in Midwest)	**42.3% (11)**	7.7% (2)	11.5% (3)	19.2% (5)	19.2% (5)	26
CURT Owner's Summit	**39.1% (9)**	17.4% (4)	8.7% (2)	30.4% (7)	4.3% (1)	23
Annual Congress	20.5% (9)	2.3% (1)	15.9% (7)	20.5% (9)	**40.9% (18)**	44
Local Community of Practice Meetings & Presentations	15.2% (7)	2.2% (1)	15.2% (7)	**43.5% (20)**	23.9% (11)	46
The LCI Website	3.1% (2)	25.0% (16)	**32.8% (21)**	26.6% (17)	12.5% (8)	64
Member content on the LCI Website	5.0% (3)	10.0% (6)	**46.7% (28)**	26.7% (16)	11.7% (7)	60
The Lean Construction Journal	4.7% (2)	20.9% (9)	**39.5% (17)**	16.3% (7)	18.6% (8)	43
The LCI Academic Forum	17.2% (5)	**31.0% (9)**	27.6% (8)	17.2% (5)	6.9% (2)	29
LCI's participation in EGLC	**33.3% (8)**	16.7% (4)	29.2% (7)	8.3% (2)	12.5% (3)	24
LCI's facilitation and creation of						

Communities of Practice in the United States	11.4% (5)	4.5% (2)	29.5% (13)	**36.4% (16)**	18.2% (8)	44
LCI's facilitation and creation of Communities of Practice in Canada	**42.3% (11)**	19.2% (5)	19.2% (5)	11.5% (3)	7.7% (2)	26
LCI's facilitation and creation of Communities of Practice in Mexico	**53.8% (14)**	11.5% (3)	15.4% (4)	11.5% (3)	7.7% (2)	26
LCI's facilitation and creation of Communities of Practice in Australia	**46.2% (12)**	23.1% (6)	11.5% (3)	11.5% (3)	7.7% (2)	26
LCI's facilitation and creation of Communities of Practice in Asia	**52.0% (13)**	20.0% (5)	12.0% (3)	12.0% (3)	4.0% (1)	25
LCI's facilitation and creation of Communities of Practice in Central and South America	**48.0% (12)**	24.0% (6)	12.0% (3)	12.0% (3)	4.0% (1)	25
LCI's connection with existing Communities of Practice in Europe	**37.0% (10)**	18.5% (5)	18.5% (5)	18.5% (5)	7.4% (2)	27
					answered question	**68**
					skipped question	**9**

7. If we missed something above, please include it here and let us know what about it in particular provides you value.

	Response Count
	13
answered question	13
skipped question	64

8. LCI is developing a formal relationship with the Associated General Contractors of America (AGC). LCI also has informal relationships with the European Group for Lean Construction, the International Group for Lean Construction and the Project Production Systems Laboratory at Berkeley (P2SL). What other organization or Association relationships with LCI do you believe would be beneficial to LCI and its membership:

	No value	Some value	Value	Good Value	Great Value	Response Count
American Institute of Architects (AIA)	1.7% (1)	5.1% (3)	25.4% (15)	**40.7% (24)**	27.1% (16)	59
Associated Builders & Contractors (ABC)	1.9% (1)	13.0% (7)	**37.0% (20)**	**37.0% (20)**	11.1% (6)	54
Center for Integrated Facility Management (CIFE)	6.3% (3)	12.5% (6)	29.2% (14)	**43.8% (21)**	8.3% (4)	48
Construction Owners Association of America (COAA)	0.0% (0)	5.5% (3)	16.4% (9)	**47.3% (26)**	30.9% (17)	55
Construction Management Association of America (CMAA)	1.8% (1)	9.1% (5)	25.5% (14)	**38.2% (21)**	25.5% (14)	55
Construction Users Roundtable (CURT)	0.0% (0)	7.4% (4)	18.5% (10)	**42.6% (23)**	31.5% (17)	54
Design Build Institute of America (DBIA)	1.7% (1)	8.6% (5)	15.5% (9)	**37.9% (22)**	36.2% (21)	58
Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)	3.8% (2)	7.7% (4)	28.8% (15)	**42.3% (22)**	17.3% (9)	52

Other (please specify)   18

			answered question	**61**
			skipped question	**16**

9. Please tell us how important continuation and further development of training programs are to you and your continued membership in LCI:

	Not important	Somewhat important	Important	Very important	Crucial	Rating Average	Response Count
Continue to offer Introductions to Lean Construction	1.5% (1)	7.4% (5)	**33.8% (23)**	32.4% (22)	25.0% (17)	3.72	68
Creating and implementing Last Planner® Trainings	1.5% (1)	7.4% (5)	22.1% (15)	**41.2% (28)**	27.9% (19)	3.87	68
Creating and implementing Target Value Design Trainings	3.1% (2)	6.2% (4)	29.2% (19)	**40.0% (26)**	21.5% (14)	3.71	65
Develop Introductions to Lean Design	1.5% (1)	6.0% (4)	31.3% (21)	**41.8% (28)**	19.4% (13)	3.72	67

	Are there other trainings we should offer? Please specify	8

		answered question	**70**
		skipped question	**7**

10. Please tell us how important continuation and further development of research intitiatives are to you and your continued membership in LCI:

	Not important	Somewhat important	Important	Very important	Crucial	Rating Average	Response Count
Continuing to develop and foster close working relationships with faculty	7.9% (5)	25.4% (16)	**33.3% (21)**	19.0% (12)	14.3% (9)	3.06	63
Continuing the Academic Forum	8.1% (5)	25.8% (16)	**33.9% (21)**	21.0% (13)	11.3% (7)	3.02	62
Continuing publication of the Lean Construction Journal	3.3% (2)	20.0% (12)	**41.7% (25)**	20.0% (12)	15.0% (9)	3.23	60
Underwriting research into Lean Construction Principles	3.1% (2)	4.7% (3)	**40.6% (26)**	31.3% (20)	20.3% (13)	3.61	64
Underwriting research regarding the effectiveness of Lean Construction Principles on Projects	1.5% (1)	7.7% (5)	27.7% (18)	**33.8% (22)**	29.2% (19)	3.82	65
Underwriting research into Lean Design Principles	3.1% (2)	10.9% (7)	35.9% (23)	**37.5% (24)**	12.5% (8)	3.45	64
Underwriting research regarding the effectiveness of Lean Design Principles on Projects	3.2% (2)	4.8% (3)	28.6% (18)	**46.0% (29)**	17.5% (11)	3.70	63

5	Are there other research intiatives we should offer? Please specify	5
	answered question	**65**
	skipped question	**12**

11. Please tell us how important fixing the website is to you and your membership?

	Not important	Somewhat important	Important	Very important	Crucial	Rating Average	Response Count
Redeveloping and revamping the website	9.4% (6)	21.9% (14)	**29.7% (19)**	26.6% (17)	12.5% (8)	3.11	64
Adding webinars to the website	3.1% (2)	16.9% (11)	29.2% (19)	**40.0% (26)**	10.8% (7)	3.38	65
Adding more videos to the website	9.5% (6)	23.8% (15)	20.6% (13)	**36.5% (23)**	9.5% (6)	3.13	63
Adding dashboards of project progress	15.9% (10)	**27.0% (17)**	**27.0% (17)**	23.8% (15)	6.3% (4)	2.78	63
Cataloguing and indexing documents and resources on the website	3.1% (2)	12.3% (8)	29.2% (19)	**41.5% (27)**	13.8% (9)	3.51	65
Creating Community of Practice Websites	9.5% (6)	20.6% (13)	25.4% (16)	**39.7% (25)**	4.8% (3)	3.10	63
Creating links to Community of Practice websites	8.1% (5)	12.9% (8)	32.3% (20)	**35.5% (22)**	11.3% (7)	3.29	62
Adding a "store" to the website for the purchase books, treatises and articles	4.7% (3)	31.3% (20)	**32.8% (21)**	23.4% (15)	7.8% (5)	2.98	64
Adding a "store" to the website for the purchase of LCI "swag"	**31.7% (19)**	26.7% (16)	**31.7% (19)**	6.7% (4)	3.3% (2)	2.23	60

Are there other things we should do to enhance our web presence? Please specify		9
answered question		**66**

12. Please tell us how important development of Communities of Practice (Chapters) are to you and your continued membership in LCI:

	Not important	Somewhat important	Important	Very important	Crucial	Rating Average	Response Count
Continuing the development of Communities of Practice in the States	6.6% (4)	1.6% (1)	**37.7% (23)**	32.8% (20)	21.3% (13)	3.61	61
Developing Communities of Practice in Asia	**43.5% (20)**	21.7% (10)	17.4% (8)	10.9% (5)	6.5% (3)	2.15	46
Developing Communities of Practice in Australia	**36.2% (17)**	21.3% (10)	23.4% (11)	10.6% (5)	8.5% (4)	2.34	47
Developing Communities of Practice in Canada	**38.3% (18)**	12.8% (6)	27.7% (13)	12.8% (6)	8.5% (4)	2.40	47
Developing Communities of Practice in Central and South America	**38.3% (18)**	19.1% (9)	23.4% (11)	10.6% (5)	8.5% (4)	2.32	47
Developing Communities of Practice in European	**36.2% (17)**	23.4% (11)	19.1% (9)	12.8% (6)	8.5% (4)	2.34	47
Developing Communities of Practice in India	**41.3% (19)**	26.1% (12)	19.6% (9)	10.9% (5)	2.2% (1)	2.07	46

Are there other things we should do to enhance Communities of Practice? Please specify	6

	answered question	64

	skipped question	13

13. What are we doing today that you think we should STOP doing?

	Response Count
	18
answered question	18
skipped question	59

14. What are we NOT doing today that you think we should START doing?

	Response Count
	32
answered question	32
skipped question	45

15. What are we doing today that you think we should KEEP doing?

	Response Count
	26
answered question	26
skipped question	51

Question 7: Extended Responses
If we missed something above, please include it here and let us know what about it in particular provides you value.
New Member
Great value communicating individually with the champions
Networking at conferences and Communities of Practice
Standards for various lean practices and tools
Help from Greg
I think you missed - an option to say n/a - i.e. I did not attend/ have no knowledge of ... - the newsletter, particularly Greg's mails - LIPS -
ability to network and share experiences
No value checked above means I have no experience with that topic. I would like to see a comprehensive list of resources including speakers and a template of the recommended steps with suggested resources to introduce each aspect of lean to a company. eg. Step one...Intro to Lean-ABC Company or person Step two...Last Planner-XYZ Company or person.
LCI Updates from Greg and Dick. These are always very informative, inspiring, and often very witty (Howell's humor cracks me up)
LCI Updates via e-mail: Great Value
Should have NA listed as a choice. Some items I am unaware and therefore cannot provide insight and/or views.
Posting of presentations at LCI community meetings, LCI Congress and Design Fora to the website provides Great Value.
Relationships w/ people who know what they are talking about. Facilitation is critical for leading change.
Question 8: Extended Responses
What other organization or Association relationships with LCI do you believe would be beneficial to LCI and its membership?
Living in Europe so those are out of my area.
Australian LCI Alliancing Association of Australasia
United States Green Building Council (USGBC) - Lean is about reducing waste and increasing efficency good correlation with sustainability. Integrated Design is now a pilot credit in LEED 3.0 so we should be pushing IPD which really facilitates Integrated Design.
Project Management Institute
I am based in Europe and an active member of EGLC - I am not aware of the LCI's informal relationship with EGLC, nor of its participation in EGLC meetings. The above is a very US centric list.

American Society of Professional Estimators (ASPE)
Local Unions is various areas.
MCAA-Mechanical Contractors Association of America NECA-National Electrical Contractirs Association
United Association of Plumbers and Pipefitters (UA)
Develop a relationship with a lean manufacturer's association (such as AME).
CII
Bar Associations ASCE SME (society of mining engineers) - this is where the tunnel industry hangs out. The most innovative construction management tools in the heavy civil construction world have come out of the tunnel industry - DRB, escrow bid docs, risk registers, etc.
aisc
ECC
US Army Corps of Engineers and the GSA
We don't all have access to P2SL Berkley....establish others around the country...I received valuable consulting from The Center for Construction Project Performance Assessment and Improvement (C2P2ai) at Michigan State University
Other research institutions like PACE at PSU, Auburn, Univ Wisc.
Association of Wall and Ceiling Industry (AWCI)
Living in Europe so those are out of my area.
Question 9: Extended Responses:
Are there other trainings we should offer?
Intro to IPD process.
Value Stream Mapping, Root Cause Analysis
I'm not sure that trainings beyond an introduction or appreciation are appropriate for LPS or TVD. I believe that it is important to learn them on a project otherwise key learning will get swamped by 'this is that' thinking before it gets implemented and the subsequent implementation will create a bad taste and build a bad reputation. I believe it is more important to develop competent consultants in these topics - who can also deliver the related introduction to LC and LD which would include intros to LPS and TVD respecitvely.
Lean Manufacturing Optimizing Just in Time Delivery Working Lean as a team Working lean as a specialty sub when no one else is Case histories with facts
Owner introduction to the benefits of Lean Construction and Design.
Train-the-trainer programs so organizations can build their own in-house experts.
Training in waste remove (5S and VSM); A3s, Choosing By Advantages; team work and team functions create: Lean Supply Forum ; Owner Forum
Intro to IPD process.
Value Stream Mapping, Root Cause Analysis

Lean Construction Institute
Building Knowledge in Design and Construction

Question 10: Extended Responses
Are there other research initiatives we should pursue?
Effectiveness of Integrated Project Delivery
I would like the faculty focus to have a global orientation. Faculty development is vital and different from but related to the issue of developing consultants. both could provide an income stream for LCI and could in turn contribute to the development of membership for LCI and to the 'conversion' of the industry to the lean path.
train-the-trainder and instructional design. We must find a way to effectively teach people how to teach the Lean principles.
- Production System Design (computer simulations; crew design for reliable workflow and lowest waste) - Safety
This area is probably of more value for researchers and academics who are looking for this type of this.
Question 11: Extended Responses
Are there other things we should do to enhance our web presence?
The website looks "old-fashioned"
Threaded Discussions (like LinkedIn Groups or leveraging existing LinkedIn Groups)
selling LCI games, IFoA, via the website. developing the website so that it can differentiate university addresses from others and so offer discounted membership to students who find the site, who may then become full members on graduation. making it easier to see what is available without being able to get at the meat until one has joined there are 3 levels of membership - make this progression clear - email ID - individual - corporate make it easier to find how to join on the joining page - oops you have done that drop some menu items that haven't been updated for years e.g. what others are saying, vendor calendar reproduce past open newsletters on the newsletters page with an email signup link (or eliminate it) - consider adding edited versions of the member newsletter say three months after members receive them some of these items could be dealt with outside the existing 'frames' environment to make it easier to make the wholesale change later.
There should be a strategy to have consistency of image and content of websites between LCI and the Communities of Practice. CoP's should not have to recreate the wheel for creating and designing thier websites. In the interest of eliminating waste, LCI should have the master website for content and information with links to CoP's for local LCI local events. Consistency of image and brand of individual CoP's is critical.
interconnect website with social media
I have found that I am more responsive to shorter, regular blog posts than e-mail newsletters or journals - Seth Godin's blog is a great example, and it has taken me to some of his longer work. We could benefit from that kind of model on the website.
1. have links to our partner organizations 2. include the artlcles that Greg Howell writes about his travels so they are collected in one place

Access to videos of chapter meetings (even for a fee) would be a huge benefit.
The website is loaded with a great deal of information and needs only minor tweaking to better organize the resources (since there is so much). The store is a great idea as well
Question 12: Extended Responses **Are there other things we should do to enhance Communities of Practice?**
They need to have support to grow and become financially independent. They need to have their own calendars, membership list and infrastructure to support their operation
The Linkedin groups seems to work well
poor old Africa, NZ and the rest of Oceana!! developing CoPs outside the US is difficult if they subsequently want to become charities in their own right in their own countries for tax or other reasons. This needs careful and diplomatic handling. What is right for the US 501(3)c may not be appropriate in other jurisdictions. The US does not have a monopoly on ways to do this stuff.
Offering more resources to the CoP's to assist in the planning and impelmentaion of their strategies, i.e., meeting topics and speakers, contacts from other CoP's from which to exchange ideas or a venue to facilitate that collaboration. Being a midwestern CoP member, neighboring CoP's are too distant for casual collaboration.
1. provide train-the-trainer training 2. offer ideas for the organizational development of the chapters-such as programming ideas or how to run a non-profit organizations. Most of the people involved in these organzations are not experienced with managing these kind of organizations. 3. provide standard forms for organizational administration - such as sign in sheets, meeting announcements and whatnow to make it easier to administer a chapter.
more local classes on the items above
Question 13: Extended Responses **What is LCI doing today that we should STOP doing?**
nothing if you can handle everything old and new
A few too many email report outs. Fewer more focused would be better.
Charging public owners for membership or attendance at LCI or COP events (IF anyone is doing it); spending resources in non-North American areas until we get the US/Canada/Mexico fully conquered
Procrastinating on LPS train the trainer
sending so much information about chapter/CoP events in newsletter - all it needs is a headline, location, date, time and link to more info. - save the longer info for LCI central events - most CoPs seem to have their own mailings anyway.
Too much training (talk) and not enough doing (pull sessions)
The LCI organization is going through growing pains and scalability challenges. Business as it has been done in the past will not work effectively.
-
Please stop sending so many LCI Update and News from the LCI emails - especially with the paragraphs

and paragraphs of narrative and stories. Some of it is entertaining, but it might be better to post updates on a blog site associated with the website, or through the LCI group on LinkedIn. Also, since I am both an individual member and an employee of a member company, I get two different sets of emails sent at different days. This seems like duplication, and since both messages have very similar information, I've always wondered why there are two different messages. Having P2SL forums at Berkeley (I know it's P2SL home base), but the logistics for attendees are awful - flights, hotels, and transportation, plus the cost and the venue aren't the best. Having presenters give presentations that haven't been reviewed in advance.

Assuming the community is great at Last Planner so it no longer needs any attention

Getting in the way of new chapter formation

shorter emails many LCI emails are caught in spam filters due to the hosting service used, addressing this may help with communication

Focusing on the West Coast primarily.

You are constrained by a lack of resources - a handfull of dedicated and talented people are running themselves ragged carrying the load. Exponential growth will continue - plan for and manage it well.

salad chat

- editorializing too much about LCI, Greg H, Will L, and Dick B and other board members in the weekly newsletters - comes across as self-promoting and self-indulging. it should be to inform the members of events.

Nothing comes to mind.

treating this like a for-profit business. need to make the content more accessible to members. Expanding community of practice is number one goal, not turning a profit.

Question 14: Extended Responses
What should LCI START doing that it's not doing now?

Translate the articles, publications and books to other languages, to give the possibility for those members that dont have the appropiate english level in orther to understand what is written. In my case it will be easier to read in spanish than in english.

Would it be an idea to introduce study-groups with world-wide participation, where people would have discussing using the web/internet, something like a skype-conversation? In the beginning in Denmark we had this small study-groups which gave all of us god value. I belive it could be worth trying it in a internationale perspective.

Start involving Architect's & Owner's to demand that the Principles of Lean Construction are a requirement for Project's. That demonstration of compliance with the Principles of Lean Construction are required for the processing of payment requests. Provide case studies showing the benefits of Lean Construction in terms of schedule improvements, reduction in overhead costs for the G.C., reduction in overhead costs, materials, handling & storage costs and labor costs for subcontractors. Improvements in construction quality, reductions in trade damage and elimination of redoing work.

I think the model is too large, in the sense that we hear over and over about large scale projects. I would

love to see some focus on small and medium projects, too.
just evaluate the questionnaire
Maybe more emphasis on advanced lean tools/processes. I realize many companies are still learning Lean, but a number of us are beyond that and need to get to the next level. Further development of the website and access to research and best practices. Helping companies establish ways to measuring the effectiveness of lean, to be able to sell or validate for an owner.
Having a Community of Practice or Chapter Steering Committee to support the growth in chapters. There is a need to share lessons learned amongst chapters so that those starting up can learn from those who have already done it. Need consistency of approach and policy for how events are sponsored, who is a member, are there chapter dues etc.
Collect and advertise stories of lean on specific projects and in specific companies and owners (include any measured metrics whether compared to others/prior or not)
Making LPS train the trainer available, this is key to raising awareness as the consulting community can take up the work of spreading the word
finding ways to have representation from outside the US on the Board - if you want to be a global brand finding ways to make Dick's newsletter more global in its reach finding ways to create personal usernames and passwords for the website so as to create tighter control on access to the content LCI is not the official name of the organisation we know as LCI - I forget what it is but know that it encompasses all project-based production. consider developing the new website slowly out of that identity - with appropriate links to the existing site. This would potentially broaden the membership base for the organisaiton. earlier today I made an LPS awareness presentation to clients of the Kaizen Institute in Portugal - only about half of those present were from construction or acted as construction clients in their companies - the rest were just as interested in applying LPS to the projects they face day to day. The MD of the KI in Portugal is keen to learn LPS so that he can make it available to all his clients who do work in projects - i.e. all his clients. I have agreed to teach him and his team to do that on projects - new product development, software, etc. I'd like the institute to be ready to support that. I have given him my understanding of the proposed new LPS authorisation process.
Take advantage of technology. The web site and communications means are very dated and not user friendly. Showcase successful projects in communication, via awards, video postings on the web. Foster greater collaboration among Communities of Practice. Greater focus on increasing membership and participation by owners. They will drive the boat...
- Address the SMEs world. I'm not clear as per how much we produce are "reachable" by the Micro/ SMEs despite that those folks do most of the construction industry (added turnover, employment...) - Sponsor initiatives for promoting/ researching specific areas identified as "at stake" for our development. - More links with Europe (both UK and continental). - Develop a general certification/ accreditation for Lean Construction Professional. What PMI and their PMP came up with might be of some inspiration. - Develop a certification for LPS professional to avoid consultants (mostly from the manufacturing industry) jump into our construction industry, wear a yellow site jacket and pretend to be LPS professionals. This has been identified as a threat in our Lean Construction France Group meeting last may. Note: I'm a COO in a large SME general contractor in Luxembourg and a PT PhD

student with Nottingham Trent University.
Where is the current comparison data to show Owner's that Lean Construction really works to improve production (and productivity in some cases) versus current practice. Then the question becomes what is current practice. What is the metric that proves a construction company is Lean? The term Lean seems too illusive for our customers to grasp. They do not understand the impact of change on the design and construction process. Need to educate Owners that they need to plan and get their house in order before pursuing capital improvments.
Last Planner training for all levels of people. Upgrade the website to utilize it better and make it easier to navigate. Use the LinkedIn group to better advantage (and I'm sure some people would say use Facebook more, but since I refuse to be on Facebook, I would NOT want to see updates go the facebook way). How about an LCI app (sorry, but LEI has one!). Helping collect data and research so LCI can do its own version of the AIA IPD case studies - it's a very informative and not too wordy summary of the projects studied.
Invite Local Unions to further discussions in areas that require their participation or approval. Invite more installers to academic forums for more effective exchange of information.
We need a lot more Owners involved and that probably means also including the procurement side, i.e. bankers, commercial real estate brokers, accountants, and appraisers. These people are actively slowing down lean adoption.
Consider an Accreditation for Lean practitioners with contimuing education similar to LEED or architectural registration
Screening congress presentations for clarity and basic Powerpoint dos and donts Make congress presentations 20minutes or less and give the presenters some TED examples to follow
Fix the website
Promote the interaction between members
Get the website caught up! Call more, e-mail less.
More emphasis is needed on day to day use of last planner use in the field.
As a newcomer to Lean and CI I need more basic information on the steps, processes and procedures to transform my design-build firm. I feel you are lacking a focus that better relates to my size of firm, and, my level of knowledge of Lean – CI. Feel free to contact me to discuss this in greater detail. Marty Malone Malone Buildign Solutions 618-622-0616
This could also fall under question 15 1. LCI should develop set of tools which will help individuals promoting Lean within their organization lobby in an efficient way. How about A3 explaining to CEO of a construction company why they should adopt Lean? 2. LCI should develop tools to help members who want to implement Lean without hiring consultant. I do not think that any document can replace qualified consultant but a lots can be and have to be done in house. Example: Further develop Greg's Last Planner Guide etc.
You need to get more involved with train-the-trainer training and initiate better instructional design for trainings..

Lean Construction Institute
Building Knowledge in Design and Construction

Focus on specific industries. What works for hospitals and residential and commercial does not work for industrial. Please START focusing on heavy industrial uses.
Make chapter meeting videos available.
- A monthly letter from LCI president and one from Executive Director where experiences are shared. - Report on Research projects in different universities and LCI labs - Owner forum - Supplier forum - Users Forum (instead of owner forum so contractors and A/Es feel welcome too) - hire Research Director - hire Development Director (don't call him./her training director)
We need to encourage more Chapters throughout the U.S.
Not enough emphasis on engagement of Owners and Design Professionals into the Lean Project Delivery philosophy and approach. Owners must be convinced of the value of adjusting their contracting methods to permit Lean project delivery principles to be fully utllized and receive the best it has to offer.
Do more training seminars with owners organizations on the IPD delivery format. Particularly on how the insurance and bonding requirements(shared risk) function within the arrangement.
anslate the articles, publications and books to other languages, to give the possibility for those members that dont have the appropiate english level in orther to understand what is written. In my case it will be easier to read in spanish than in english.
Question 15: Extended Responses   **What should LCI KEEP doing?**
see no 13
Communities of Practice, Intro to Lean programs, the Congress,
Putting together good regional and annual conferences to create opportunities to share success stories and lessons learned.
Aggressive new, revitalized leadership forming alliances with major associations like AGC and CURT; promoting major sponsors
The newsletter Greg and Will and others keep thinking on it
Dick - I have a question - do you know how many - non-members whose emails you have and receive the non-member email + as a % of total - members are from outside the US + as a % of total members - both of the above for whom you have no location information. I believe that it would be useful to track that and perhaps when someone provides their email address the next screen asks them for their country - and if the US their state (no more unless they want to). This would help you with the formation of chapters and national affiliates outside US. If it is possible I would appreciate a copy of my answers please - Alan Mossman
Getting the word out!
IGLC. Developing partnerships with other organizations / lean construction enthusiasts groups
Keep pursuing Owner organizations to help them understand the beneifts of Lean Design & Construction. Without visible participation from the Owners it will take a long time to spread the

concepts.
Building CoP's. Having LCI Congress. Having P2SL Design & Owners forums. Sharing information about events and what's happening in the world of lean (around the world). Playing simulations at Introduction seminars. Moving the Congress from location to location each year.
Keep providing training to all that choose to participate.
Keep this as a communty knowledge sharing forum, that has nothing to do with marketing or certifying. Once you do that you lose the mission of lean.
Updates from Greg and Dick
Spread the gospel
LCI Annual Congress
Everyone at LCI is great - keep same minded people involved.
Introductions to Lean
I would like to see more training courses in the San Francisco Bay Area.
Continue seeking the Voice of Client
1. Building communiites of practice. 2. advocacy and partnerships with like-minded organizations 3. making in-roads into the owner's groups. 4. documenting case studies 5. holding the Congress
testimonials
Making information available on the web site. Updates via e-mail. E-mail notifications of chapter meetings. Great chapter meeting topics and presentations.
LCI Updates, outreach to other trade organizations and professional societies, encouraging research and teaching action research techniques, LCI Journal, Lean Congress, Lean Academic Forum, Last Planner training
LC Congress ; Design Forum; Lean Construction Journal; Academic Forum; COP support and creation;
On the jobsite training of last planner implementation.
Getting more Owners involved